ORGANIZATIONAL CITIZENSHIP BEHAVIORS AND THEIR IMPACT ON JOB PERFORMANCEEXPLORATORY STUDY ON HIGH GOVERNMENTAL SCHOOLS TEACHERSIN KINGDOM OF BAHRAIN

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ABSTRACT

This research aims at studying the behaviors of organizational citizenship and their impact of the job performance in Kingdom of Bahrain. This is in addition to identifying organizational citizenship behaviors of High governmental schools' teachers in Kingdom of Bahrain, and the actual job performance of high governmental schools' teacher in Kingdom of Bahrain with all its aspects.

The researches based on the analytic descriptive approach, using questionnaire to know the high schools' teachers' opinion, who are 356 teachers, randomly chosen out of 1237 teachers concerning the organizational citizenship behaviors and their impact on job performance.

The research had concluded that there is a relation between organizational citizenship behaviors which consist of : (gentility, preference, sportive morale, consciousness) and the job performance of high governmental schools' teachers in Kingdom of Bahrain.

The results had also indicated that there are static differences in organizational citizenship behaviors level for high governmental schools' teachers in Bahrain due to the personal varieties such as (sex, age, qualification). The research recommended that it is necessary to spread organizational citizenship behaviors' culture to create self-liability and significant performance.

KEYWORDS: Performance, Organizational Performance, Citizenship, Citizenship Behaviors Organizational Citizenship

INTRODUCTION

Organizational citizenship behavior does not depend on the job description or the position. The employee should not consider a promotion or financial or morale incentive to take the right decision for the work benefit and keeping organization and its staff safe, away from any potential danger. This is in order to raise the organization position and increase productivity to be praised, since the decision is immediate.

The age we live in is not similar to any previous time in history; as it is the age of continuous change and speedy developments in various scientific and practical areas. Organizational citizenship behavior or voluntary behavior is one of the managerial issued which began to intensively intervene in management ethics. Besides, Organizational citizenship behavior issue has prestigious importance in management process since it is individual behavior which is self-initiated, and

there is no direct relation between behavior and job requirements, except that it participates in accomplishing general organization's objectives.

Research Problem

BasedontheeconomicvisionofBahrainfor2030andasdeclaredbyDr.MajedAliALNaemy,the Minister of Education in the Kingdom of Bahrain concerning he education role in the kingdom and them inistry future vision and ambition in regard of preparing, forming the student, it was crucially important to prepare and train the teacher as well as developing the school environment, the academic curriculums, education outputs, and the values required in the graduate (official website of Bahrain News Agency) and due to that one of the researchers is working in the Ministry of Education and through the interviews conducted with teachers, the research problem was indicated.

Research Objectives

Research objectives are as follows:

- Identifying the actual Organizational citizenship behaviors of secondary governmental schools' teachers in Kingdom of Bahrain.

- Identifyingall aspects of actual job performance of secondary governmental schools' teachers in Kingdom of Bahrain.

Research Importance

The research importance is represented in the possibility to help governmental agencies to take better care of Organizational citizenship behaviors as an important aspect in developing and excelling job performance in case of not giving quality results. This is in addition to delay of 2030 vision, which needs additional efforts and sincere wish by employees to develop the student with extraordinary effort.

Research Hypothesis

Based on the above presentation of previous studies and searches, the researcher had formed the following research Hypothesis:

H_o: There is no static relation between organizational citizenship behavior and job performance of secondary governmental schools' teachers in Kingdom of Bahrain.

H_0 There are no static differences in organizational citizenship behavior level of secondary governmental schools' teachers in Kingdom of Bahrain due to the demographic changes (sex, age, *qualification)*

Second: Job Performance

(AL Mer 1995) defines job performance that it is an activity that enables the individual accomplish the mission or objectives successfully. This depends on the normal limits of reasonable usage of resources.

(Sultan 2004) has also defined job performance that it is the net impact of individual's efforts which start with capacities and recognition og role or duties, and which indicate assigned duties' accomplishment and completion degree which form the individual's job.

Another definition of job performance mentioned by (Helal 1996), which states that it is the employee's execution of his

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works and responsibilities which are assigned to him by his appointing organization or agency.

Job Performance Aspects

(Hagl 2008) referred that there are basic components of performance, without which there is effective performance. Researchers have differed in determining such components. However, they were defined as follows:

- Work activities and constant and variable aspects: there are approximately constant activities, while there are activities which change by the work time changing, or performance surrounding conditions, or various individuals' experiences, or the way work is accomplished. Determining such activities and their importance in regard of time are effects are the beginning in analyzing work components. Besides, physical or organizational work environment such supervisors, directors and co-colleges affect performance variation.

- Relations between work activities and duties and the proper design of work through collecting activities in duties, and duties in works as well as determining coherence relations between such activities and other activities. This results in redesigning work, and sometimes, it redesigns the whole work

- Features of the working individual: they can be determined based upon the constant and variable performance activities. (Al Hoseiny 1994) referred that performance consists of some aspects; the most important of which are as follows:

    - Knowledge of job requirements.

    - Work type

    - Volume of executed word

Factors Impacting Job Performance

(Mohamed 2001) has referred that there are some aspects which comes out of individual's control and which affect his performance level. They should be considered because they are real and existing.

Based on the above, it is clear that there are some factors which directly affect performance indicator, and subsequently, it affects the employee's job performance. Below, we will explain some of them as financial conditions are related to salaries, wages, financial and moral privileges (promotion). As for work environment, it is the environmental conditions which the employee works in such as noise, dust, temperature…ETC as for education, it means academic acquiring or employee's education degree. As for supervision, it means the controlling and supervising agencies and how extent they are able to develop the employee and avoid catching his mistakes only.

Third: Relation between Organizational Citizenship Behavior and Job Performance

Good performance of organizations do not result from normal work of its employees, and not only attending work on formal times. However, it results from those employees whose efforts exceed the limits of what is formally required.

Since organizational citizenship behavior raises the organization's efficiency and effectiveness, some studies (Podsakoff& Mackenzie, 1997) have referred to many forms of such behavior's impact as follows:

- It strengthens the colleagueship relation and enhance managerial production which automatically spread support behaviors such as: employees' voluntary help the new employee to gain work skills. As for productivity increase,

it occurs by providing valuable recommendations to improve managerial unit performance (civil virtue), and avoiding causing problems with work colleges (decency).

- It frees various types of energies for productive purposes. When employees help each other to solve work problems, the managerial director can think and plan for organizations' future.

- Helping to coordinate employees'' efforts, working as one team which help participation in team works which members are close and integrated and work with team morale.

- Enhancing organizational performance through increasing the organization ability to procure, appoint and keep the individuals as well as raining their morals, strengthening their integration, preferring employee's and organization's interest to their own. This shall enhance loyalty and commitment.

- Reducing swinging or changing of organization performance through the individual's performing his absent college work, early attendance or staying after formal shift end.

- Enhancing the organization ability to cope with variable environment in different ways. This happens when market-familiar employees inform the management with any information about any emergency in work environment. Besides, the employee's sportive morals, bearing additional responsibilities enhance the organization ability to cope with developments and changes happening in organization surrounding environment.

RESEARCH METHODOLOGY

Research Community

Secondary governmental schools in AL Mahrq and Ganowbia provinces in Kingdom of Bahrain (2014/2015), which amount to six males and females schools (official website of Ministry of Education in Kingdom of Bahrain).

Research Sample

The researcher has chosen research sample from secondary governmental schools' teachers in Al Mahrq and Gambia provinces who amount to 1237 in male and female schools. The researcher shall take a random sample from this number amounting to 356 teachers from the referred schools in the below table. Choosing two provinces is not a fault in the research because in this case, sample average number shall be statically the same sample average number in the whole kingdom. Besides, mixing old and new schools in the same province and other provinces is a kind of competition among provinces as shown below:

Table 1: Study Sample Distribution as for Demographic Variables

Variable	Level	Number	Percentage
Sex	Male	161	45.2%
	Female	195	54.8%
Total		**356**	**100%**
Qualification	Bachelor	216	60.7%
	High diploma	93	26.1%
	High studies	47	13.2%
Total		**356**	**100%**
Age	Below 30	72	20.2%
	30-40	157	44.1%
	41-50	103	28.9%
	Above 50	24	6.7%
Total		**356**	**100%**

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Research Results

The first Hypothesis states that: "**there is no static relation between organizational citizenship behavior and job performance of secondary governmental schools' teachers in Kingdom of Bahrain**"

To verify the validity of this Hypothesis, multi-connection factor was extracted between citizenship behaviors which are represented in: (decency, altruism, sportive morale, consciousness), and job performance level as shown in the following table:

Table 2: Multi-Connection Factor between Citizenship Behaviors and Job Performance

Independent Variables	Job Performance		
	Connection Factor	Determination Factor	Indication Level
Decency	.4970	.2470	0.000
Altruism	.4960	.2460	0.000
Sportive morale	.3720	.1380	0.000
Consciousness	0.620	0.385	0.000
Total mark of citizenship behavior	0.722	0.521	0.000

The above table indicates that there is a strong connecting relation of static indication between citizenship behaviors an job performance. Connection factor value was 0.722, and reached 0.05 with less indicative level; this means that rejection of vain existence and acceptance of alternate Hypothesis. Besides, organizational citizenship behaviors represented in: (Decency, altruism, sportive morale, consciousness) explain 52.1% of job performance level for secondary governmental schools' teachers in Kingdom of Bahrain based on determination factor value of RS=0.521.

Moreover, there is static indicating relation between decency and job performance; where the strength of connection factor reached 0.497, with indicative level below 0.05. besides, decency explains 24.7% of job performance level based on determination level of ($R^2 = 0.247$).

Moreover, there is static indicating relation between altruism and job performance; where the strength of connection factor reached 0.496, with indicative level below 0.05. Besides, altruism explains 24.6% of job performance level based on determination level of ($R^2 = 0.246$).

Moreover, there is static indicating relation between sportive morale and job performance; where the strength of connection factor reached 0.372, with indicative level below 0.05. besides, sportive morale explains 13.8% of job performance level based on determination level of ($R^2 = 0.138$).

In addition, there is a relation between consciousness and job performance; where the strength of connection factor reached 0.620, with indicative level below 0.05. besides, decency explains 38.5% of job performance for secondary governmental schools' teachers in Bahrain based on determination level of ($R^2 = 0.385$).

Subsequently, the alternate Hypothesis shall be as follows: "there is static indicating relation between consciousness and job performance for secondary governmental schools' teachers in Bahrain".

Results of Second Hypothesis Verification

The Hypothesis states that: "there are no static differences in organization citizenship behaviors and job performance for secondary governmental schools' teachers in Bahrain due to the demographic changes such as (sex, age, qualification).

First: Differences in the Averages of Organizational Citizenship Behaviors for Secondary Governmental Schools' Teachers in Bahrain Base on Sex.

Verifying the static differences between organizational citizenship behaviors and job performance for secondary governmental schools' teachers in Bahrain based on sex, then using (T) test for independent samples (Independent Samples T-Test). The below table shows test results:

Table 3: Independent Samples T-Test (T) Test Results For Differences between

Organizational Citizenship Behaviors an Job Performance Based On Sex

Variable	Male Teachers		Female Teachers		T Value	Indication
	Average	Measurable Deviation	Average	Measurable Deviation		
Decency	4.45	0.44	4.34	0.52	2.06	0.040
Altruism	4.33	0.55	4.43	0.53	-1.82	0.069
Consciousness	3.80	0.49	3.69	0.50	2.14	0.033
Sportive morale	4.65	0.41	4.70	0.41	-1.24	0.218
Total mark	4.31	0.35	4.29	0.35	0.43	0.665
Job performance	4.42	0.44	4.47	0.41	-1.08	0.281

Based on such results, there are static differences at 0.05 level between male and female teachers in some organizational citizenship behavior aspects (decency and consciousness). Differences between the two aspects were for male teachers' favor. There were also static differences at the same indication level in job performance; however, they were for female teachers' favor. However, differences were not static indicating between males and females in altruism and sportive morale.

Thus, the Nihilism is correct which states that: "there are no static differences in organizational citizenship behaviors and job performance level for secondary governmental schools' teachers in Bahrain based on sex".

Results' Discussion

Away from decency, results were very high with 4.39 average, and standard deviation of 0.49. Despite the prevailing concept of work ethics in educational environment, in regard of respecting secondary schools' teachers' respect among each other, however, it was clear that they do not respect the manager's rights; which means that they do not inform him with any important decisions they are taking together. This leads to their violating civil service council laws and regulations, which are applicable in Ministry of Education and non-accomplishment of the required tasks correctly. This study had exceeded (Nagm and karim 2014), (Al Sohimat 2009), (Al Maita 2005) studies, while it differs from (Abu Taih 2012) study, where this aspect was average.

As for altruism, the result was very high with 4.39 average and standard deviation of 0.54, where this aspect is featured with cooperation, sharing of personal items, when necessary, among secondary schools teachers to accomplish work perfectly. However, they do not sacrifice their time to help other teachers, which reflects their sacrifice concept. this result had exceeded (Nagm and Karim 2014) and (Al Sohimat 2009) studies, while it differs from (Abo Taiha 2012), where this aspect came above-average, yet in (AL Maita 2005) study, it was average.

Sportive morale result was high with 3.74 average and standard deviation of 0.50. though secondary schools teacher accept any changes provided by the school management, which reflects flexibility between teachers and the school management, it was clear that there are rare constant mistakes in school works. This reflects the school's pursuing the

applicable laws in Ministry of Education which avoids any mistakes. This result differs with (Abo Taih 2012) where this aspect was above average. As for (Al Sohimat 2009), and (Al Maitah 2005), it was average.

As for consciousness, the result was very high with 4.68 average and standard deviation of 0.41. despite the prevailing of job duties commitment principal by secondary schools teachers, their wasting time and invalid investment of time lead to slow work fulfillment. This study exceeded (Nagm and Karim 2014) and (AL Sohimat 2009), while it differs with (Abo Taih 2012) where was above average. As for (AL Maitah 2005), it was average.

As for job performance, the result was very high with 4.44 average and standard deviation of 0.43. though teachers of secondary schools deal with the students in civilized and parentally way, which reflects effective teacher-student relation, this aspect lacks feedback between teachers and the school management which can improve performance significantly.

In addition, there are static relation between (decency, altruism, sportive morale and consciousness) and job performance of secondary governmental schools' teachers in Kingdom of Bahrain. Connection factor equals 0.722, which is statically indicting at 0.05 level. Averages were respectively as follows: decency 0.497, altruism 0.496, sportive morale 0.372, consciousness 0.620 and all were statically significant at level 0.05.

RECOMMENDATIONS AND CONCLUSIONS

In light of current research conclusions, the researcher, in light of this research, its problem, importance and theoretical frame thereof, provides some recommendations and educational applications which include the following:

- It is important to spread managerial powers concept among all secondary schools teachers. this is in addition to generalizations of violations and penalties table in the executive regulation of Civil service law, issued by law decree No. 48/2010 to avoid teachers' taking decisions without referring to school's managers.

- Working to enhance organizational citizenship behaviors' concept through promotion or incentives or encouraging remunerations based on clear measures for all to win ideal teacher degree. This shall encourage teachers to follow this behavior to acquire this local appreciation from the school management. This may include ministry appreciation through spending additional hours to finish additional assigned tasks or help their colleges.

- It is necessary to held training courses for teachers in time management, and feed back in particular.

- Adopting the use of organizational citizenship behaviors' aspects with new job applicants in the

- Ministry during employment personal interviews to choose significant and efficient individuals.

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